

A satellite night view of North America, showing the United States and parts of Canada and Mexico. The landmasses are dark, with numerous bright yellow and orange lights representing city lights and urban areas. The surrounding oceans are dark blue. The title 'Senior Leader Issues' is overlaid in white text on the right side of the image.

Senior Leader Issues

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What they told you it was going to be like as a CAP Leader



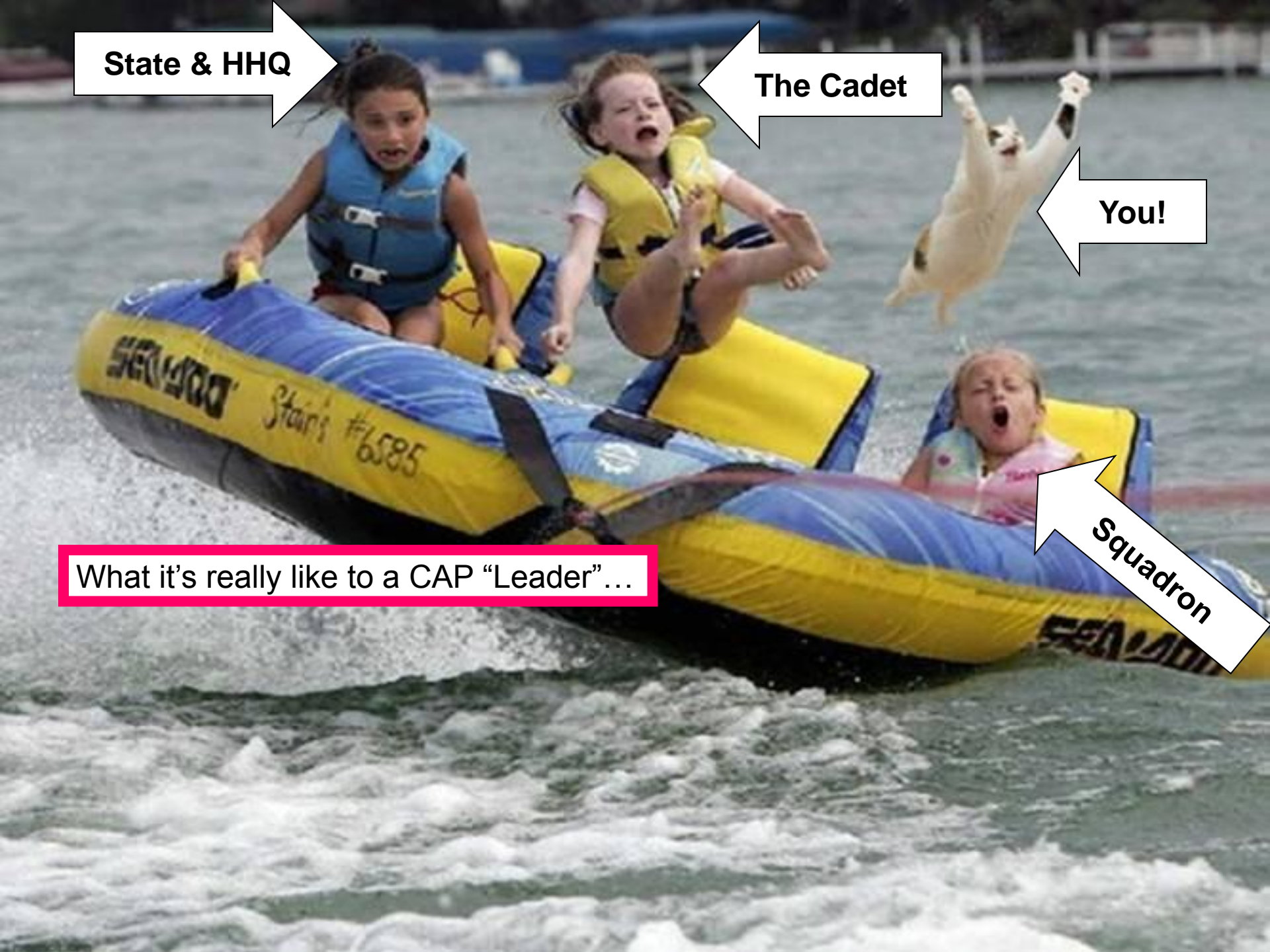
State & HHQ

The Cadet

You!

What it's really like to a CAP "Leader"...

Squadron



Part I Themes: Senior Leader Environment

1. Know Yourself
2. Know the Environment
3. Know the Mission
4. Part II is leading “Them”



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#1. Know Yourself

Some Cranial Conflicts....

- **You'll be working outside your comfort zone – yearning for the “good old days”**
- **Deliberate decision-making versus “Thin Slicing”**



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#1. Know Yourself

This Slicing is Efficient

According to a research at an English university, it doesn't matter in what order the letters in a word are, the only important thing is that first and last letter is at the right place. The rest can be a total mess and you can still read it without problem. This is because we do not read every letter by itself but the word as a whole.

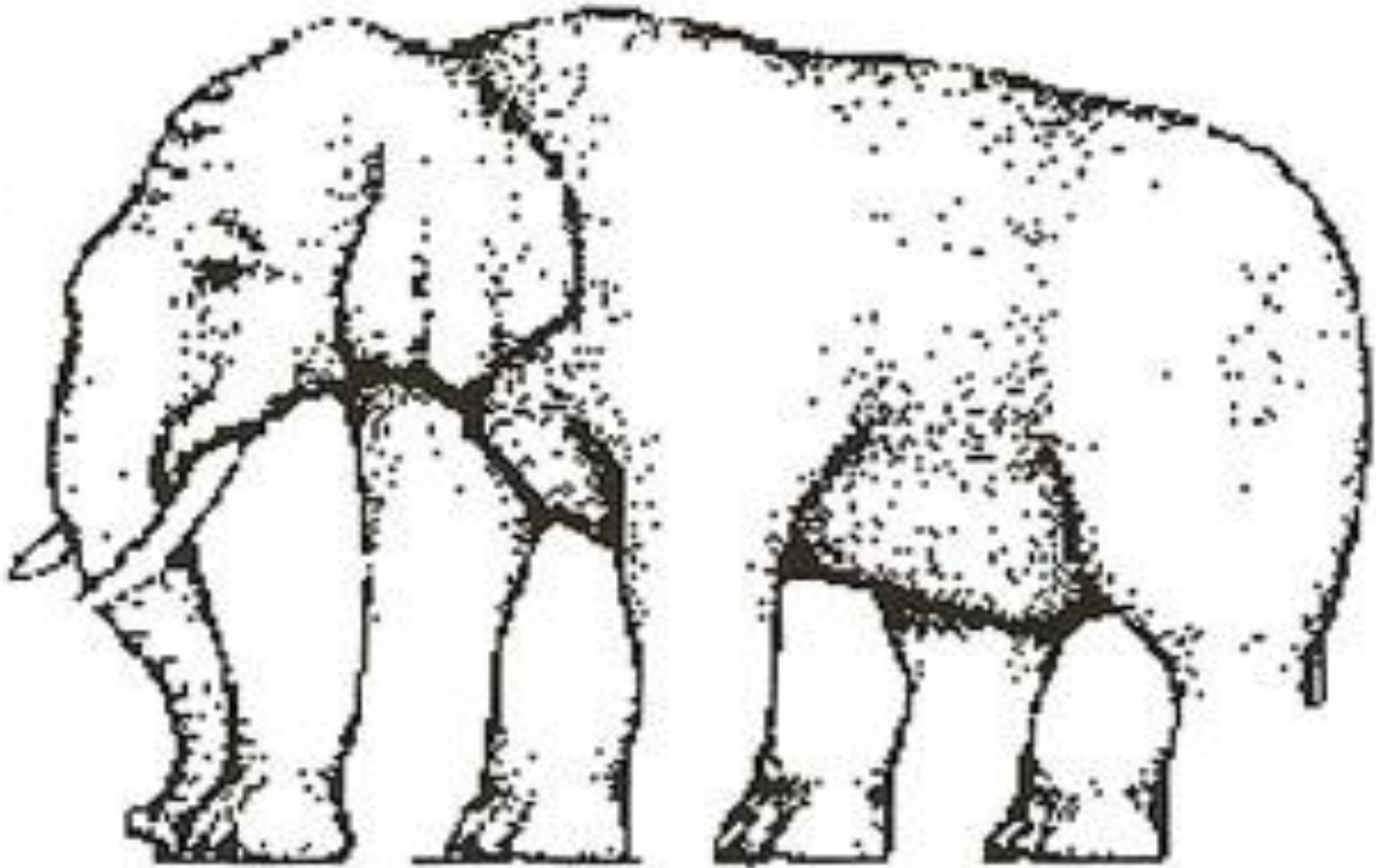
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Thin Slicing has a Dark Side



Thin Slicing: how bad might this be...

- Ernst Udet was the quartermaster general of the Luftwaffe in 1938
 - 2nd highest ace from WWI and also a firm believer in dive bombing
- All acquisitions were approved by him



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 - He also required all combat aircraft to be capable of dive bombing, including the 4 engine (driving 2 propellers) He-177
- Lorber, *Misguided Weapons* (2002)



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Tool: Deliberate contemplation—not dumb it down, but slow it down



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#2. Know the Environment

- **Perspective**

- Shift from Technical Expertise to broad decision-making in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment

- Problem #1 – not anyone's comfort zone

- Unrecognized, applying an old process (just like Udet) to a new situation can be your enemy -- trying to make your new world fit into your expertise paradigm
 - Should you make the entire world fit your comfort zone?
 - Tools: Consider a “Slow Down” model to help
 - » OODA Loop (Observe, Orient, Decide, Act) works, I like OO**Assess**DA Loop (Deliberate Contemplation?)
 - » Notepad technique – summarize what is being presented and thinking about alternative explanations / options



#2. Know the Environment

- Perspective
 - Shift from Technical Expertise to broad decision-making in a VUCA environment
 - Problem #1 – this is not in anyone's comfort zone
 - Problem #2: compressed time -- too much data and -- too little information
 - You are transitioning ever more from *finding the perfect answer* to *finding the perfect question*
 - Objective: Ask the right (few) questions to help you sift through **data** and get **BALANCED information**
 - Tools: Active Listening (AL) and Critical Thinking (CT)
 - » AL = Suspend judgment and reframe / summarize the conversation. Notepad technique helps here as well
 - » CT = asking 5 questions that can't be answered by a “yes, no, or maybe”



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 - Tools: Ask the right (few) questions to help you sift through data and get BALANCED information
 - **Balanced Information: it's not as much about gathering all the data you can as much as it is trusting the data you have**
 - **Tools – the right questions**
 - » **Who's is this? Where did they get it from? How old is it?**
 - » **Is there contrary data? You are no longer an “advocate”, but the “arbitrator” between ideas**



#2. Know the Environment

- Character
 - Perceptions – count
 - It is not what you do



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#2. Know the Environment

- Character
 - Perceptions – count
 - It is not what you do

.....it is what others **THINK** you are doing



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#2. Know the Environment

- Character
 - Perceptions – count
 - Culture: different ways of thinking, prioritizing and problem-solving



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#2. Know the Environment

- The Culture of our Western-based leadership model:

- Individualistic and Teamwork
- Competitive and then Cooperative
- Conflict is
- Egalitarian
- Secular
- Nationalist
- Reductionist
- Erabe
- Time is...
- The Future is...

GO verses Chess

Communal
Cooperative
Conflict is....
Hierarchical
Religious
Tribal

Complexist
Aware
Time is....
The Future is...

Where is this?

Diversity

Diversity has rapidly transitioned from necessary evil to competitive advantage for businesses. Some thoughts:

- 1. Differentiation between diversity of thought and diversity of appearance.**
- 2. The background is what brings the perspective, not the demographic.**
- 3. BUT, decision-making can be tougher -- making quality decisions in the midst of differences, similarities (in-group coalitions) and the related tensions. Diverse organizations just need to know the rules for input, consideration, deliberation and conclusion.**
- 4. Leaders must be comfortable with the tension and complexity brought by diverse views. Teach Critical Thinking and Active Listening skills.**
- 6. We are actually ahead of the pack when it comes to true diversity management – it will be a global skill.**



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#3. Know the Mission = Know Change

- Vision – What's the need for a leader if there is no direction?



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#3. Know the Mission = Know Change

- Vision – What's the need for a leader if there is no direction?
- **Tools: the ability to negotiate?**
 - Think about this, you are charged with mission success requiring you work with people you have no direct authority over....



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#3. Know the Mission = Know Change

- Vision – What's the need for a leader if there is no direction?
- Tools
 - Negotiations
 - Positions vs Interests
 - Psychological, procedural, substantive Interests
 - Don't expect 2 people looking at the same info to draw the same conclusion... culture matters (even w/organizations)
 - Work the differences with CT
 - There is ego involved here, so be careful... (my answer is the "bestest" otherwise I would have come up with the other "bestest" answer)
 - Requires emphasis on Divergent over Convergent Thinking Skills

Some Closing Suggestions (for part I)...

- **Introspection and self awareness**
 - Know strengths – Work on “de-railers”
 - Get feedback
- **Deliberate contemplation could be an effective mental processes**
- **Change isn’t in our nature... it requires a deliberate effort**



**My Dad's Rule #1 of life:
DIY is good, but not the only way**



Part II: Leading “Them” – Gen X/Y/ Millennials

- Some ideas on who “Them” is and some ideas on leading “Them”
- I might put leadership into two major “zones” and let my people know about these zones:
 - Crisis = more authoritarian / convergent thinking
 - Creative = more collaborative / divergent thinking



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A starting point for this examination:

- **Baby Boomers** (post WWII) were influenced by the advent of the TV, Rock and Roll, the Cold War, Vietnam War, the threat of nuclear war, and exploding economies
- **Xers** ('65-'80) saw in the Personal Computer, AIDS, single parent families, dual career families, the growth in multiculturalism, and the downsizing of companies
- **Gen Y** ('80-02) only knows day care, the internet (authoritative source), HD TV, Smart Phones, globalization, September 11, and environmentalism / climate change



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What influences “Them” the most?

- **Peers:** Make many of their decisions based on the influence of their peers (verses a more fact-based Boomer process)
- **Pragmatism:** Less idealistic than Boomers – largely influenced by popular culture
- **Preference:**
 - Scientific way given in to virtual reality
 - Inherent truth is dropped in favor of cultural relativism
 - Check out the “Occupy Wall Street” motivations (if you can find them)
 - They know what, but not much why
- **CT Skills** can help you develop them
 - College socialism example



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How might they (not) Work?

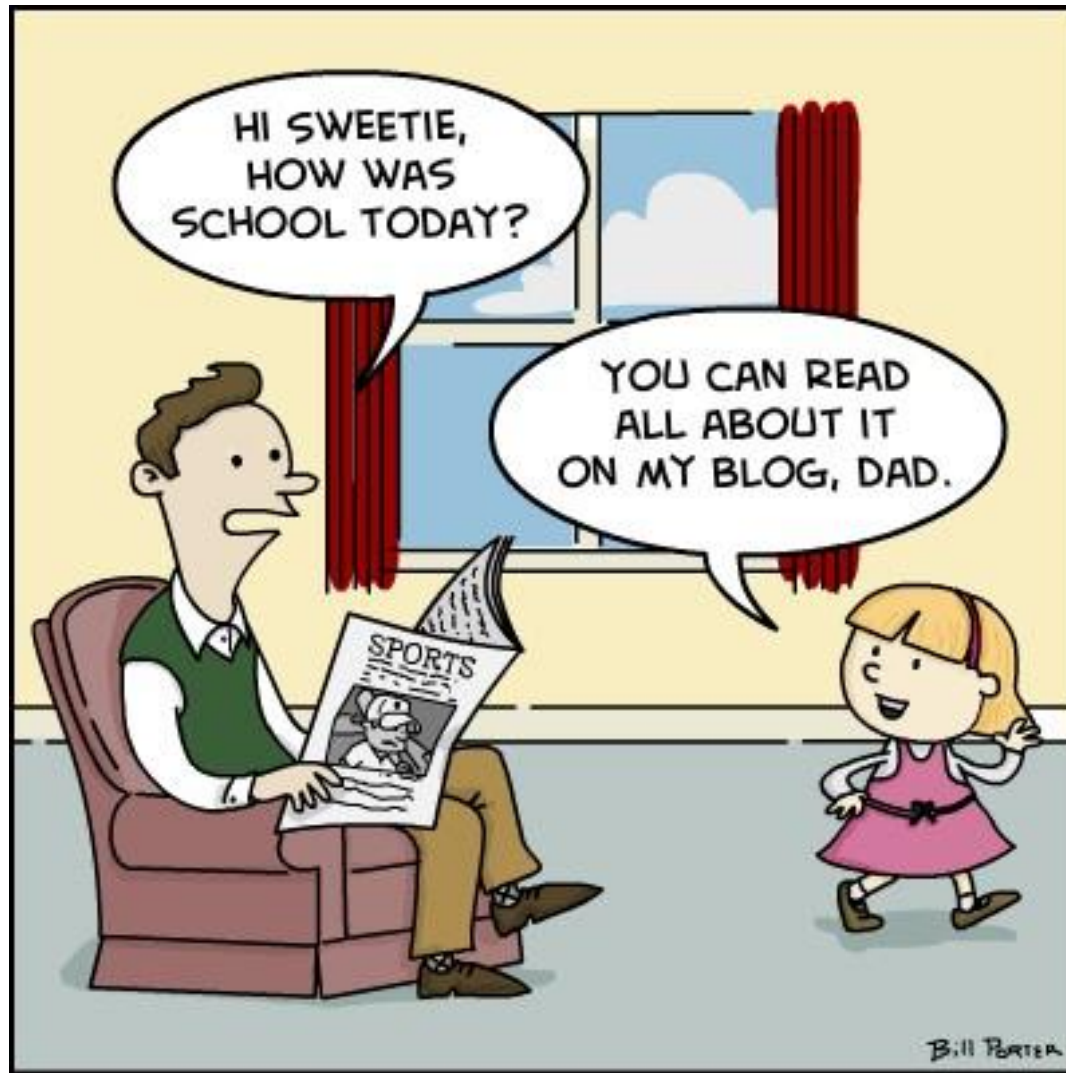
- This is the “Day Care” generation – everything in groups
- Less faith in authority – more challenging and outspoken – more autonomous. “Trophy Generation” used to being praised and encouraged every day. Laptops and mobile phones are basics, not perks.
- They’re loyal to their skill and not to a company. Don’t believe in hard work / working long hours.
- Four key expectations:
 - 1) Global collaboration: they expect to collaborate with colleagues globally and not be confined to a small network of contacts within their specific area;
 - 2) Direct and instant access to management: They expect more direct and more frequent communication with managers.
 - 3) Co-creation: They expect to co-create and work holistically to solve issues. Executing tasks or parts of a system or process will frustrate them.
 - 4) Control/personalized work: they expect to have more control over their work and be able to personalize their work to suit their personal routine.

Caution – they don’t think because they weren’t taught to think (calculators, summaries and wiki-pedia versus manual research and critical thinking)



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Courtesy of: <http://tribute.typepad.com/.a/6a0112796e0b0a28a401157246c6d7970b-pi>



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Some Ideas on Leading “Them”

- 1) Be as available as practical – get with mobile phones and social networks as well as the more traditional “getting out from behind the desk.”
- 2) It’s still a hierarchy, but empowering project / collaborative / team work (rather than task work) whenever you can. A Servant Leadership model may work – support through proper oversight, resourcing and training.
- 3) More frequent recognition (and more frequent project reviews) – Innovative recognition (doesn’t always have to be the “plaque”) -- a “Pizza in honor of” can also work, so can an iPod /iPad cover.
- 4) Communicate constantly to workers not only what to do but why they should do it.
- 5) Be flexible in how work is organized and delegate real responsibilities and not simply tasks – but make sure that with that, comes accountability.
- 6) Make sure they understand there is a time and place for everything, but not in a Crisis.



Skills to Develop in “Them”

- **Written comm – essential composition skills. Effective argumentation instead of opinion blogging. “I don’t believe” statements need to be challenged with a “why” question**
 - Have them do the news logs / blogs, required activity documentation, planning documentation, trip reports, etc.
- **Social (Face-To-Face) communications – present an idea, develop the pros and cons, support the conclusion. Briefings, meeting reports, progress reports, interviews, etc.**
- **Cooperation (not collaborative) skills. Too many “observers” in their teams.**
 - Assign projects (not tasks) to groups (not individuals): define goals (what) – allow them to do the “how”, but during the project, ask who is doing what and why (progress and process reports)
- **Critical Thinking verses Opinion Building (Blogging)**
 - My observation – they may be tech savvy, but they are analysis stupid. They know data but have few tools to create understanding
 - Web dumb
 - Critical thinking, OOAssessDA Loop mentality, Active Listening (note taking)



Get me off the Stage Slide

- When it comes to leading “Them”, we are wringing our hands just like our leaders were wringing their hands when “We” showed up at the doorstep.

Good and Bad

- **Good: They are street smart** **Bad: They think they know everything**
 - Don’t ask them what they know, ask them how they arrived at that knowledge (CT)
- **Good: Project verses Task orientation** **Bad: Weakness can hide in the Group**
 - Assign the project, set expectations, then get frequent updates – see who is doing what and why
- **Good: Comm using their tools** **Bad: They don’t know how to have a conversation**
 - iPad / Driod AND FTF – social development is critical, engage them
- **Good: Loyal to the skill set, not the organization** **Bad: Self-centered**
 - Let them know without the organization, their skill set is fairly worthless
- **Good: Global in their perspective** **Bad: Rather fix up Ghana than their own room**
 - Global saving is nice, but serving the community that you live in is more important and has more impact
- **Good: They can be High Performance** **Bad: They will be High Maintenance**



Suggested Readings

- *Leadership*
 - *The Extraordinary Leader: Turning Good Managers Into Great Leaders*, Zenger and Folkman
 - *Leading Change*, John Kotter
 - *Rules and Tools for Leaders*, Perry Smith
- *Culture*
 - *The Clash of Civilizations and the Remaking of World Order*, Samuel P. Huntington
 - *The Crisis of Islam*, Bernard Lewis
- *Self-awareness*
 - *Why Smart People can be so Stupid*, Robert Sternberg



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- *The Extraordinary Leader: Turning Good Managers Into Great Leaders*, Zenger and Folkman
- *Leading Change*, John Kotter
- *Good to Great: Why Some Companies Make the Leap...and Others Don't*, Jim Collins
- *The Leadership Engine: How Winning Companies Build Leaders at Every Level*, Noel Tichy
- *Leadership That Matters: The Critical Factors for Making a Difference in People's Lives and Organizations' Success*, Marshall and Molly Sashkin
- *Leadership is an Art*, Max DePree
- *What Leaders Really Do*, John Kotter
- *Rules and Tools for Leaders*, Perry Smith
- *The Guru Guide: The Best Ideas of the Top Management Thinkers*, Boyett and Boyett





QUESTIONS?